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# AFNC Mission Brief 2015



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# Practical Knowledge for the Military Negotiator

The AFNC Team



# Why Negotiation Education?



Since the mid-1990s, DOD ops and staff environments are inherently oriented to work with Joint, Interagency, Coalition, Contractor, Non-Governmental Organizations, Media and direct interaction with other governments / people

## #1 -- Span of Control is < Span of Responsibility

- Leaders are charged with mission success involving people they have no direct authority over

## #2 -- Span of situational knowledge available is < the span of knowledge needed for an effective decision

- AND 2 people looking at the same data may / will come up with different conclusions

**Negotiation provides a leadership tool to tackle these challenges**

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### Practical Guide to Negotiating in the Military

(2<sup>nd</sup> edition)

"Let us never negotiate out of fear. But, let us never fear to negotiate."  
John F Kennedy

"In today's DOD environment, your span of authority is often less than your span of responsibility. In short, you are charged with mission success while working with people you have no direct authority over."  
Dr Stefan Eisen

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# Who Tells us to do this?



- **Air Force Doctrine**, “Leadership and Force Development”
  - *fostering collaborative relationships through building teams and coalitions, especially within a large organization, and negotiating with others, often external to the organization, becomes a necessary competence.*
- **Air Force Doctrine** considers negotiating a “*Leading People*” competency for *fostering collaborative relationships*.
- Supported by other DOD, AF and Air University (AU) guidance documents
- Feedback from users is overwhelming – we need this!
  - One of AU’s highest rated programs
  - Consistent repeat invites to conduct seminars, etc.



# What We Do?



**AFNC mission: Develop Total Force Airmen with adaptive conflict management, negotiation and mediation skills to succeed in the dynamic, global AF mission**

## 1. Teach:

- Across all AF Professional Military Education (PME) as well as AF Professional Continuing Education (PCE) and professional development venues

## 2. Research / Curriculum Development:

- Coursework, syllabi, practical guides, publications, distance learning products and paper / computer-based simulations / exercises

## 3. Outreach to AF, DOD, and others:

- Real world mediations, AF & Joint team support



# Teach



- **PME**

- Master's level electives and core leadership curriculum at Air War College (AWC) and Air Command and Staff College (ACSC)
  - Minimum 30 contact hour courses plus distance learning
- Squadron Officers College core lessons
- Barnes Center for Enlisted Education programs and curricula
  - ALS, NCO Academy, Senior NCO Academy, Chief's Course

- **PCE**

- Eaker College seminars for the DOD Comptrollers School, leadership and civilian supervisor's courses
- Judge Advocate General School support

- **ADR**

- **Negotiation Alternative Dispute Resolution Course**
- **Webinars**





# Research & Curriculum Development



- Elective and core course syllabi / materials
  - *Practical Guide to Negotiation in the Military (2<sup>nd</sup> ed)* – print and online
  - Joint Knowledge Online: Three Cross-Cultural Negotiation Courses
    - Includes Mobile Applications
  - Syllabi ranges from pre-deployment to graduate level courseware
  - Simulations & case studies both computer & paper based
  - Book chapter in academic publication; “Raumschach Negotiations”
  - No copyright issues, so many agencies use these products
- Faculty and Student research on the web
- Past Symposia and conference presentations including AETC, Inter-University bi-annual conference (Chicago University); International Management Institute annual conference (American University)



# Outreach



- Air Force
  - Secretary of the AF Office of the General Counsel for Alternative Dispute Resolution (SAF/GCD)
  - Secretary of the AF Office for International Affairs (SAF/IA)
  - AF General Officer pre-deployment 1 on 1 training
  - NATO Staff Development
  - USAF Special Operations School
- Joint & DOD
  - Joint Foreign Area Officer Training (as required)
  - USA Warrant Officer Career College
- Maxwell / Local area
  - Civil Air Patrol
  - Auburn University
  - Tailored executive seminars
  - Real-World mediations on behalf of the 42 Air Base Wing Equal Opportunity Office serving Maxwell AFB and the VA Hospital System

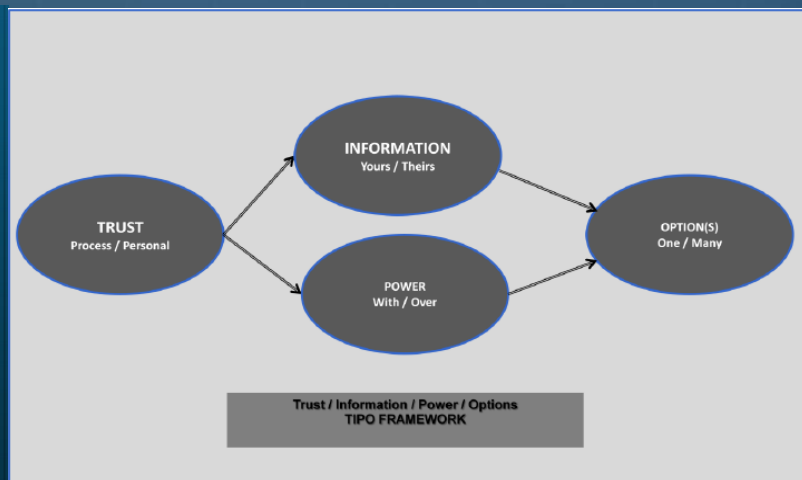
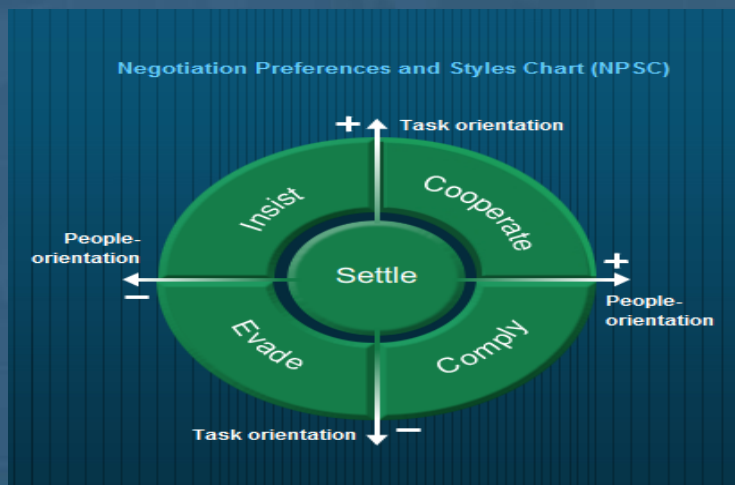




# What do We Teach? Adapted a Classic: Interest-Based Negotiations (IBN)



- The Negotiation Preferences and Styles Chart (NPSC)
  - The AFNC adapted the NPSC from the classic business / diplomatic models
  - Military Context: All FIVE Styles have their place in military negotiations
  - Based on analysis of positions and interests of all parties
- The Trust, Information, Power, and Options Model (TIPO)
  - The AFNC developed this model for the tactical, operational, and strategic military environment. Provides a quick framing and analysis baseline for strategy selection





# Sample Courses and Products



- *Practical Guide to Negotiations in the Military (2<sup>nd</sup> Edition)* – Print and online standard product for military negotiation education
- Core lectures at Squadron Officers College, Air Command and Staff College and Air War College plus negotiation and cross-cultural electives
- Integrated negotiation lessons for Barnes Center Enlisted PME
- AWC Distance Learning Elective
- Budget Game paper-based multi-party negotiations scenario (Air War College)
- The “Offer Game” and the “Pentagon Peer-Plexer” negotiating exercises
- Collaboration with Joint Knowledge Online for cross-cultural education courses
- Negotiation based educational website



# AFNC Recognition



- 5,000+ primers in circulation (hard copy)
- 2009: ACSC Research and Elective Excellence Award
- 2010: AWC Elective Excellence Award
- 2010, 2011, 2012: Faculty of award-winning AWC student research papers
- 2011: AETC Outstanding Performer during UCI/IG
- 2011: SAF/GCD's Alternative Dispute Resolution Instruction Award
- 2013: SAF/GCD Alternative Dispute Resolution Small Unit Award
- 2014: AWC Elective Excellence Award



# Contact Us



- The AFNC team teaches a key Air Force leadership skill
  - Other services agree
  - We are located at Maxwell Air Force Base
  - We are assigned to the Air Force Research Institute
- We are a small, experienced, and professional team
  - Wide Reach
  - Cost Efficient
- See our Web Site at <http://culture.af.mil/NCE/>
  - Focus on negotiation education
- Reach-back? Yes!
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